

**Vision:** The Arizona Department of Real Estate shall be the most customer service oriented, technologically innovative, and operationally efficient and effective state level real estate department in the United States.

**Agency Description:** The Department oversees the administration of licensing examinations and issuance of licenses, as well as the activities of licensees to ensure compliance with the Arizona Revised Statutes and the Commissioner’s Rules. Within the purview of the Department are builder/development regulation of the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries, administration of the Homeowner’s Association Dispute Process, and conducting investigations of consumer complaints, and audits of real estate brokerages.

The Department also regulates real estate schools and educators, monitoring precensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

**Executive Summary:** The Arizona Department of Real Estate will utilize the Arizona Management System to continue fulfilling its principles, values and mission.

The Department will be a leader among state real estate agencies through prioritizing strategic goals of providing excellent customer service, continuing to drive technological advancement, update and strengthen real estate education and focus on operational success.

**Strategic Issues**

- Identify customer values and investor expectations;
- Practice data driven decision making and structured problem solving;
- Fully implement sunset audit recommendation;
- Identify opportunities to streamline the delivery of services;
- Enhance online technology platform;
- Delivering results that provide greater benefits for Arizonans.

**Summary of Multi-Year Strategic Priorities**

| # | Five Year Strategy                                                                       | Start Year | Progress / Successes                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---|------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Provide excellent customer service                                                       | FY 2018    | <ul style="list-style-type: none"> <li>• Maintained percentage of favorable customer service surveys and reviews of 76 percent in FY2021.</li> <li>• Served 18% more customers through the online Message Center over the prior year.</li> </ul>                                                                                                                                                                                                     |
| 2 | Drive innovation through technological advancement                                       | FY 2018    | <ul style="list-style-type: none"> <li>• Completed enhancement to the Online Educator’s System Portal “School Login”.</li> <li>• Completed enhancement to the Online License System “Licensee Login”.</li> <li>• Promoted online services as available and convenient to drive timely transactions online across all divisions.</li> </ul>                                                                                                           |
| 3 | Strengthen real estate education                                                         | FY 2019    | <ul style="list-style-type: none"> <li>• Completed 700+ volunteer course monitor assignments virtually</li> <li>• Developed form updates that added course delivery models and permanently implemented host remote live streaming course delivery.</li> <li>• Updated the examination question bank with Arizona real estate subject matter experts.</li> </ul>                                                                                      |
| 4 | Lead all national state real estate agencies in operational efficiency and effectiveness | FY 2018    | <ul style="list-style-type: none"> <li>• The majority of ADRE services are available online, including, original and renewal licensing, developer/ homebuilder services, and real estate education services.</li> <li>• Over 100 ADRE and Commissioner outreach connections to the real estate profession.</li> <li>• Meet or exceeds performance to timeframes</li> <li>• Implementation of performance dashboards across all divisions.</li> </ul> |
| 5 | Develop an engaged, professional workforce                                               | FY 2019    | <ul style="list-style-type: none"> <li>• Increased daily remote staff engagements and training opportunities.</li> <li>• Continued Telework program in FY2021 with over 50 percent of staff participating.</li> </ul>                                                                                                                                                                                                                                |

| Strategy # | FY22 Annual Objectives                                                      | Objective Metrics                                                                                                                                                                                                   | Annual Initiatives                                                                                                                                                                                                                                                                                                                                                                               |
|------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | Increase percentage of favorable customer service surveys                   | Percent of favorable customer service surveys                                                                                                                                                                       | Focus on Customer First Approach <ul style="list-style-type: none"> <li>Deliver consumer education such as a “Value of Working with an Arizona Real Estate Licensee” Campaign</li> <li>Improve customer service response time when in the remote work environment.</li> <li>Design and implement survey to gauge topics of interest to address with industry and public stakeholders.</li> </ul> |
| 1          | Increase consumer communication and outreach to the real estate profession  | <ul style="list-style-type: none"> <li>Number of outreach connections and consumer communications</li> <li>Percent positive survey responses</li> </ul>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1          | Decrease number of pending messages                                         | Average number of pending messages at the end of each day                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2          | Reduce most common customer service questions                               | <ul style="list-style-type: none"> <li>Number of messages to Message Center categories Licensing Information and Licensing Other</li> <li>Number of phone calls</li> <li>Percent of online systems usage</li> </ul> | Promote Enhanced Quality Online Services <ul style="list-style-type: none"> <li>Develop and implement enhanced online services (online Message Center, online license system, call center technology to enhance call times and experience.</li> <li>Implement automation of customer service technology</li> </ul>                                                                               |
| 3          | Enhance and fully implement the host remote live streaming course program   | Number of live streaming remote education programs                                                                                                                                                                  | Raise the Bar of Real Estate Education in Arizona <ul style="list-style-type: none"> <li>Enhance education forms, checklists, and application instructions where necessary.</li> <li>Continue updating examination content with Subject Matter Experts where necessary.</li> </ul>                                                                                                               |
|            | Increase the average annual pass rate of first time Pre License test takers | Pass rates of first time pre-license exam takers                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4          | Fully implement sunset audit report recommendations                         | Percent of recommendations implemented                                                                                                                                                                              | Focus on Process Improvement Recommendations <ul style="list-style-type: none"> <li>Further implement and monitor risk-based audit approach</li> <li>Review and align disciplinary actions matrix</li> <li>Implement Recommendations Action Plan</li> <li>Focus on timeliness of services and outcomes across all divisions.</li> </ul>                                                          |
| 5          | Decrease employee turnover                                                  | Turnover Rate                                                                                                                                                                                                       | Engage and Develop a World Class Team <ul style="list-style-type: none"> <li>Encourage staff training and development opportunities through the course monitor program</li> <li>Improve telework program</li> <li>Predictive Index</li> </ul>                                                                                                                                                    |
| 5          | Increase employee positive experience                                       | Employee Engagement Score                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                  |